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NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

DD/A Registry

81-0698

March 12, 1981

DD/A REGISTRY

FILE: ReportsMEMORANDUM

To: Members, National Academy of Public Administration

From: George H. Esser

Two week-ends ago I drafted the enclosed report to you on the work of the Academy. When I asked a senior staff member to review it, his judgment was terse--"It's too optimistic."

Maybe he was right. I am an optimist. I believe in the Academy and its mission. I believe, with some passion, in the ability of Americans to exercise both governance and citizenship. And I believe that in a time when many citizens are dissatisfied with the quality of their government--be it federal, state or local--the Academy and its membership can be a significant force for identifying and advocating corrective measures. A Presidency for the 1980s demonstrates the common sense that Academy members can bring to complex issues--and incidentally we are in the second printing of that panel report.

My message today relates to the basic state of health of the Academy. As I write I am conscious of the effort so many of you put into Academy activities--on panels, in ad hoc groups to advise the Executive Branch or the Congress, in teaching NIPA seminars, in contributing to the Academy's Endowment Fund, and by participating in other Academy functions.

In return, the Board--and the staff--have tried to respond to the issues you believe are important. We have worked to expand meetings for members and to bring the country's best practitioners and scholars to those meetings; we have worked to make the Academy not only responsive to public agencies requesting help but also to be a self-starting source of strength and advice and to take initiative in research on issues critical to this nation's future. We have worked to build NIPA into a real resource for education of senior executives. In the last few years the Academy has come to be highly regarded for its collective wisdom, willingness to be of assistance, and sound judgment.

As you know, the Academy has faced a number of financial problems during the past year. As of now we are meeting the

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payroll, we are paying our bills, and we have an unused line-of-credit at the bank. But all that could change by May 1, when most of our current research projects will have been completed.

In order to carry out the Academy's mission, our membership and core staff need to have these capabilities:

1. The capacity to respond with quality and dispatch to requests for assistance and to our own priorities--from formal research projects, to seminars for senior executives, to ad hoc requests for collegial advice.
2. The capacity to survey and assess trends and developing issues, through steering committees, professional activities and individual research.
3. The capacity to develop new projects based on both careful research to outline the project and networking activities to locate and follow through on sources for support.

Now we come to the central questions we must address. What does it cost if the Academy is to be the force that it has the potential to be? What does it cost if core staff are to have the time to identify trends and issues, to support member activities such as steering committees and ad hoc panels, and to have some time to discover and negotiate new projects worthy of the Academy? And, indeed, under what conditions can you expect this response from the staff?

During this fiscal year the Academy has received grants and contracts totalling \$850,000. For the Academy to perform at the most basic level of operations, we will need about \$500,000 more for the remainder of this year. For us to carry out the essential survey and development functions, we need about \$400,000 more. And for the next fiscal year we, therefore, must have about \$1,750,000.

We have, I believe, been conscious of costs. We have significantly reduced administrative costs and yet increased productivity. The staff has been faithful in its performance, trying to fill the development function while fully engaged on current projects.

The prospects for NIPA are more encouraging--if we assume that budget cuts do not seriously affect career development funds. This year's expectations of more than \$500,000 in revenues will more than meet expenses, but included is a major contract for career development support of the Presidential Management Interns, and we cannot assume continuation of that support.

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We have a number of promising proposals before government agencies, but this Administration is not yet organized to ask for help--except pro bono. We also have proposals before foundations and corporations, but private funding has its own limitations. First, it takes time for private institutions to act, because of the nature of their annual budgets, among other things. Second, since foundations pay far less than the federal government's overhead rate, we must raise about 50 cents in general support funds for each dollar we raise to support the direct costs of a project. That task is not easy, as Bun Gladieux and his Financial Development Committee will attest. Our current policy is not to spend project dollars we do not have.

Now, you may be asking, why burden you with these details? The answer is clear, I hope. If the Academy is to succeed as it should, every member's help is essential--

- . . . In service on panels and on committees.
- . . . In support of our endowment, and
- . . . As critical parts of the network which brings project opportunities to the Academy--projects that are worthy of participation by members but also bring in financial support.

In short we need your help in locating and following up on opportunities. The members give the Academy strength in a variety of fields--state and local government as well as federal. Your talents are not limited narrowly to management but extend to much broader issues of governance. And the policies of the Reagan Administration are emphasizing new challenges--of maintaining essential services with drastically reduced funds--in which the Academy can be of help.

I urge you to read the attached progress report. But even more I urge you to be our eyes and ears. We are prepared to respond quickly to your suggestions.

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

March 12, 1981

REPORT ON ACADEMY ACTIVITIES

The activities of the Academy and NIPA have become so varied and complex that it is difficult to describe their current status through the newsletters and the Annual Report alone. This memorandum is an experiment in direct communication with members, and if it meets a need, it will be repeated on an occasional basis throughout the year.

Contents of Report

The Board of Trustees  
Academy Committees  
Member Activities  
Finance and Administration  
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Updating Member Records

Enclosures

Up-to-date Roster of Members  
Academy Response to Senator Roth's Request  
Calendar of Activities for 1981  
List of Board of Directors  
Form on Steering Committees  
Registration for Upcoming Dinners and Meetings

### The Board of Trustees

The Board of Trustees held its Annual Retreat in Annapolis, Maryland, on February 6-7, 1981. Emphasis was placed on a review of Academy development since 1977, including quality and selection of membership, trends in finance and administration, member activities, and program--looking at both the Academy and NIPA.

Of the decisions reached by the Board, three are important to the whole membership. First, the Board noted that, with an active membership of 273, elections this year and next may push the Academy to the limit of 300 active members set forth in the Bylaws. The Board, sensitive to the belief of members that 300 is a practical limit to ensure maximum involvement of all members and to encourage collegiality, asked the Chairman to appoint an ad hoc committee to consider options available to the Academy for adding new members annually without a significant breach of that limit. That committee, which will be chaired by William Carey, will be consulting the membership during the next year.

Second, the Board asked me to make an analysis of the costs of Academy meetings and other activities, including the travel reimbursement policy, and to submit recommendations to the Executive Committee for a schedule of meetings and programs, in Washington and elsewhere in the country, that will meet member interests and be cost-effective. That action is related to the third point--in which the Board analyzed the level of overall project activity necessary to support Academy meetings, to free staff for support of committees, and to allow staff time for continuing liaison with public agencies necessary to identify new tasks for the Academy.

The Board fixed 15 as the number of new members to be elected by the membership during 1981, and is asking the Nominating Committee to encourage nominations from the judicial and legislative areas and from the federal career service.

### Academy Committees

Last week the Chairman appointed five new members to the Nominating Committee, the membership of the Louis Brownlow Book Award, Herbert Roback Scholarship, and James Webb Urban Research Award committees, as well as the Ad Hoc Committee on Membership. In addition he began consultations with Steering Committee Chairmen with respect to the turnover of 50 percent of the membership of each Steering Committee, as provided in the 1979 action establishing those Committees. New committee appointments will be announced in the March 31st newsletter.

### Member Activities

Attached to this memorandum is a calendar of activities for 1981, including dates for meetings of the Board of Trustees, the Spring and Annual Meetings, Academy dinner meetings and all official functions related to Academy business. You will note that the Academy will sponsor a dinner for Academy members attending the ASPA conference in Detroit, and for members of the Academy from the Midwest, on Monday, April 13, beginning at 5:30 p.m. The calendar also includes the dates for three Academy dinners at the Academy offices during 1981. Program plans for several of those events are enclosed or will be announced in advance.

Alan Dean and I will be present throughout the Detroit Conference, and there will be an Academy headquarters where members can gather for either formal committee meetings or social occasions.

A full roster of Academy members is enclosed with this package. A copy of the Academy's complete Annual Report for 1980 will reach you by the end of the month. I am pleased to note that the Annual Report encompasses previous separate publications, such as the directory and the list of publications, and has been significantly upgraded for use in publicizing the Academy and its work when we approach potential funding sources.

### Finance and Administration

Administration of Academy activities was reorganized effective January 1, 1981. Mr. Wood has left the Academy to establish his own consulting firm. His responsibilities in financial administration have been assumed by Mr. Morton Cohen, a retired federal executive with long service in such agencies as NASA and GSA. The remaining administrative duties have been assumed by Jeffrey Jacobs, my Special Assistant.

During the last eight months annual administrative expenses have been reduced by more than \$75,000, but we believe that productivity has not only been maintained but improved.

There has been no change in the permanent program staff of the Academy and NIPA over the last eight months, but we have had a number of changes in temporary staff. Those who were employed for the life of the Presidency project and the GSA project have all completed their assignments. John Campion, who served on the Civil Service Reform staff on an IPA from the Department of Transportation, retired from active service in February, but he is continuing to work part-time on that project.

The Honorable Patricia Roberts Harris, first elected an Academy member in 1970, recently resumed her active status and will join Carl Stover as a scholar-in-residence for 1981. Full expenses for scholars-in-residence are met from philanthropic grants.



Donald Green, formerly Special Assistant to the Director of ACTION, has joined the Academy staff for a two-year period under the IPA program. His full salary is being paid by the agency.

#### Assistance to the Reagan Administration

The visit of Ed Meese to the Annual Meeting of the Academy and the briefing given him on A Presidency for the 1980s was reported in the last newsletter. After public release of the panel report, full distribution was made to members of the Transition Team.

At the request of the Transition Team, ASPA and the Academy formed an ad hoc task group to work with Transition Team members planning orientation of new cabinet and sub-cabinet members. The work of the task group produced the written materials distributed to cabinet secretaries and agency heads describing critical federal administrative policies. There are still plans for further orientation sessions for sub-cabinet and Schedule C appointees.

At the request of the Transition Team, the Academy organized ad hoc panels to advise members of the Team on a number of issues such as organization for natural resources, energy and international development assistance, and a determination of administrative priorities for post-inaugural action.

The Academy sponsored a dinner meeting in December for Senator Roth, the new Chairman of the Senate Governmental Affairs Committee, and for Senator Eagleton, the ranking minority member, to discuss issues of concern to the Committee. Later Senator Roth sent letters to all Academy members, asking their comments on the proposed Roth-Eagleton-Bolling Bill calling for a new Commission to examine management of the federal government and the intergovernmental system. At the request of several Academy members, a small group was convened to provide a panel response to Senator Roth's letter, and a copy of the minutes of that meeting is attached to this memorandum.

More recently, Senator Roth asked the Academy to convene representatives of the Committee staff, Academy members, ACIR, the National Governors Association, and representatives of OMB to advise the Committee on how best to move ahead with grant consolidation with maximum flexibility for the states. That group will complete its work at a meeting with Senator Roth on March 16.

Finally, a special panel was convened to consult with Don Stone who, with private funding, is preparing a special analysis of administrative management in OMB to complement the chapter on OMB in A Presidency for the 1980s. In addition to providing advice to Don, that panel issued its own much shorter panel report and has provided it to Mr. Stockman at OMB, with an invitation to OMB officials to meet with the panel. Ed Harper, Deputy Director of OMB, and Harold Steinberg, the new Associate Director for Management, will meet with the panel on March 18 for dinner at the Academy.



Finally, the Civil Service Reform Panel is issuing an invitation to Dr. Devine, Director-Designate of OPM, to report on its tentative findings related to the implementation of civil service reform.

#### Project Activity Research

Three major efforts for public agencies have about two months to go--the evaluation of procedures for determining grantees for migrant service programs (Department of Labor); a series of case studies on welfare administration (Health and Human Services); and an analysis of the use of government corporations and of legislative provisions required to update the Government Corporation Control Act (Office of Management and Budget). Two new projects were initiated this month--the planning stage for an ambitious examination of the role of local government in implementing watershed policy (Interior); and an examination of civil service procedures in Philadelphia (City of Philadelphia). In addition, we expect to begin a project on planning for nuclear waste disposal by April 1 (Energy), and have submitted two major proposals for examining ways to simplify the regulatory requirements faced by industry in initiating major energy projects (Synfuels).

Requests for major grants from foundations and corporations have been submitted for examining the more effective use of innovative environmental and energy regulations in synfuels projects. Dick Wegman, a member of the Academy, drafted the proposal and will staff the project. A proposal to evaluate the federal Ethics in Government Act, and comparable legislation in state and local government, was submitted to a foundation this week.

New proposals for foundation and corporate support of civil service reform implementation and for a study of contracting for human services are being prepared for submission during the next few days. Other proposals to be funded by both public and private agencies are in varying stages of preparation.

#### Program-NIPA

The response of federal agencies to the two major programs for senior executives (Anticipating the 80s, and SES Roundtables) has been above expectation for the spring. In addition NIPA is contracting with the Department of Energy, and perhaps two other agencies, for SES programs designed especially for those agencies. NIPA is continuing its career development support for the Presidential Management Intern Program, recently completed a very successful three day seminar on the roles and management of government enterprises, and has in process a seminar series in Public Management for mid-level managers.

NIPA is considering a list of six to eight new seminar programs for which some demand has been identified.

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### Financial Development

Bun Gladieux and Bob Nathan continue to provide indispensable leadership as co-chairmen of the Committee on Financial Development. As soon as new materials describing Academy purposes and program are completed, Bun and I will begin this year's efforts to raise significant support from corporations and foundations. Bob and the Board of Trustees and I are all proud of member response to the Endowment Fund. From June through December, gifts of cash and pledges from members did indeed match the \$50,000 challenge gift received in June. The endowment is near the quarter of a million mark, and we will now undertake to double that amount with help from other sources.

### Updating Member Records

Ruth France, liaison to the membership, urges all members to keep their resumes filed with the Academy up-to-date. Resumes on file with us are in many cases several years old.

By action of the Board of Trustees, there are now eight steering committees. We ask each member to complete the enclosed form indicating preferences for membership on Steering Committees.

NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

February 17, 1981

Honorable William V. Roth, Jr.  
United States Senate  
3215 Dirksen Senate Office Building  
Washington, D.C. 20510

Dear Senator Roth:

This is in response to your letters of January 19, 1981 to the Chairman and various members of the National Academy of Public Administration in which you ask for comments on S.10 to establish a "Commission on More Effective Government." To assist in developing a response to your request a group of Academy members were convened to discuss the legislation and to recommend ways in which it might be strengthened. The group present included individuals who served as members or staff to both Hoover Commissions and persons who have had direct experience with reorganization councils or similar study commissions. A summary of the meeting is attached. The list of members attending and staff and observers who were present is attached also.

We support the creation of a Commission such as that proposed in your legislation. American government faces serious problems of public management, accountability, and capacity to serve its citizens. The time is ripe for Congress and the Executive Branch to join in addressing problems of governance in a serious and systematic manner.

While we believe it is essential to undertake a major re-examination of our governmental system, we would urge that the Commission not be used as an excuse or device to delay changes or reforms of a pressing and immediate nature. There are a number of near-term needs which must be met and which should not be required to await the outcome of the work of the proposed Commission.

The membership of the Academy would like to facilitate the work of the Commission and help assure its success. The Academy would be pleased to provide further assistance to you and your staff in this endeavor.

Sincerely yours,



Alan L. Dean  
Chairman, Board of Trustees

ALD:llb  
Enc.

Summary of Academy Meeting on Roth-Bolling Bill

Purpose and Scope

The purpose of the Commission is adequately set forth in the Bill. The Commission should have a broad charter with regard to the scope of its inquiry. It should be left to the Commission to decide the limits of its analysis. However, it is important for the leadership of the Congress and the President to agree as to the general results desired.

The Commission cannot ignore the role of the Congress in its study. The Congress creates federal departments and agencies and establishes and assigns them their authority. Many of the problems with the overload system of federal grants-in-aid and regulations is due to congressional decisions. Many of the difficulties encountered by government stem from a lack of concern with management during the passage of legislation.

Because of the complexity of government and the inter-relationship between the branches and levels of government, a good case can be made to establish a single commission rather than one which would focus on the national government and another focusing on federal-state-local relations. The starting point for the Commission should be the Executive Branch, but its analysis must consider the interface with state and local government, the Congress and the judiciary, particularly as those relationships affect the effectiveness of the management of the Executive Branch. Attention might also be given to ways of organizing the Executive Branch in order to relieve the workload of the judiciary.

The Commission has to be concerned with delivery systems for public services. Much of the business of the federal government is carried out through state and local government, quasi-governmental and non-profit organizations, and other contractual relations. Functional assignments within the federal system should be a central part of the study. However, the Commission should not get into the substance of government programs to the extent that the Second Hoover Commission attempted to do so. The question of whether certain functions should or should not be the responsibility of the United States Government should not be within the purview of the Commission. Attempts to define the proper functions of government could jeopardize the success of the Commission's work and detract from its central mission of improving the management, management systems, organization and structure of government. However, there is an interaction between management and program substance that it should consider, for example, some aspects of the delivery system, the division of labor among federal-state-local government, and whether different vehicles might be used to accomplish objectives.

Program oversight and auditing are extremely important to the improvement of government management, particularly when auditing is defined broadly to include management effectiveness and performance. This might be assigned to a task force of the Commission.

While the Commission should be concerned with Congress, it should not get involved in the details of congressional organization and procedures.

### Membership

There was considerable debate over whether there should be 18 members of the Commission, as the Bill proposes, or whether a small Commission of 12 members would be more effective. A smaller number would increase the sense of collegiality of the body and place more responsibility on individual members. On the other hand, a smaller number could result in lower attendance at individual meetings and could affect the appointment process for members from private life. While there was no consensus as to the proper exact number of members, there was agreement that the appointment process should ensure that the individuals selected understand that they must fully assume the responsibility of service. Appointment to the Commission should not be considered honorary, and attendance by surrogates should be avoided. No system of proxy voting should be permitted.

It was also felt that the members appointed should include persons with intergovernmental experience. Some questioned whether reducing the number to 12 would enable adequate representation of state and local experience. In this context, the phrase "from private life" was also questioned in terms of whether this would exclude governors, mayors, or elected officials from other levels of government. It was suggested that this problem would be avoided if the phrase "persons outside the federal government" was substituted.

Under Section 4(b), it was agreed that the language requiring the appointment of "individuals not affiliated with any political party" should be deleted. The most active and involved of our citizenry tend to be members of political parties, and should not be excluded from serving on those grounds. It was noted that the First Hoover Commission was bipartisan, while the Second was not; a fact which contributed to the reduced effectiveness of the Second Hoover Commission. It is extremely important for there to be a balance in the membership between Republicans and Democrats.

It was also concluded that the Chair of the Commission be appointed or designated by the President of the United States, rather than being elected by the members. The success of the group will depend upon strong and active leadership by whoever is

charged with chairing the Commission. Selecting the right individual will, therefore, be crucial. It was also noted that the success of the First Hoover Commission was due in part to the close working relationship and mutual confidence that existed between former President Hoover and President Truman.

It was also urged that some former members of Congress be chosen to serve on the Commission, not only for their experience but because current members would have respect for their views. Individuals of the caliber and distinction of Senators Ervin, Muskie and Ribicoff would contribute greatly to such a body.

#### Public Participation

There was a debate over whether the Commission should be exempted from provisions of the Sunshine Act which requires announced and open meetings. Some felt that open meetings might prevent candid deliberation by the members and lead to premature reporting of options and preliminary recommendations. Yet, most felt it would be difficult to secure exemption from the Act and that there would be some benefit derived in educating the public through open meetings.

#### Staff/Support

Section 8(b) of the Bill authorizing the Commission to secure assistance from other agencies needs to be strengthened. There is an inherent problem in the use of persons detailed from operating agencies, in that the agencies are often reluctant to release their best people. It was suggested that the Commission's request for services or individuals should only be refused by the Department or Agency head and that such refusal be done in writing and the justification stated.

As presently written, the Bill does not provide normal contract authority for the Commission. It authorizes the hiring of individuals on a consultant basis but does not enable it to secure the services of an organization. Some of the greatest expertise and talent resides in existing private profit and non-profit research and advisory organizations which could provide useful assistance to the Commission. Contracting authority should be granted.

The Commission must also be adequately funded. If it is to do a professional and thorough job, it must have sufficient resources.

Concern over implementation of the Commission's recommendations should be in the forefront from the very beginning. Thought should be given to means of building and sustaining public support. (The Hoover Commission had active support from a Citizen's Committee.) The Commission's work and existence should not end with the publication of its report. Follow-up action will be necessary. At least a skeletal staff and some funds should be provided for a period of one year after the study is completed. This would enable the Chairman and other members to be available for consultation and testimony. Demands for Commission reports and witnesses will require some response after their work is completed.

The Commission should not attempt to get into the drafting of legislation, but limit itself to the issuance of reports. Legislative drafting requires specialized skill that need not be duplicated on the Commission staff. Finally, it was strongly recommended that the Final Report of the Commission be made both to the Congress and to the President of the United States.



**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

February 12, 1981

Discussion of Roth-Bolling Bill - Attendees

Academy Members

Wayne F. Anderson, Ex. Dir.  
Advisory Commission on Intergovernmental  
Relations

David Cohen, Pres. and CEO  
Common Cause

Sheldon S. Cohen  
Cohen & Uretz

Murray Comarow, Prof. & Attorney  
The American University

Alan L. Dean, Chairman  
National Academy of Public Admin.

George H. Esser, President  
National Academy of Public Admin.

Arthur S. Flemming, Chairman  
U.S. Commission on Civil Rights

Hon. Phillip S. Hughes, Under Sec.  
Smithsonian Institution

Herbert N. Jasper, Ex. Vice Pres.  
Ad Hoc Committee for Competitive  
Telecommunications

Hon. Ersi H. Poston, Vice Chair  
Merit Systems Protection Board

Hon. Elmer B. Staats  
Comptroller General of the U.S.

Richard A. Wegman  
Attorney

Staff

Stuart Feldman  
Rep. Bolling's Office

Tom Kramer  
Sen. Roth's Office

Roslyn Kleeman  
General Accounting Office

Charles R. Warren, Senior Research Assoc.  
National Academy of Public Admin.

Jeffrey Jacobs, Asst. to the President  
National Academy of Public Admin.

Harold Orlans, Senior Research Assoc.  
National Academy of Public Admin.

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
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March 10, 1981

1981 CALENDAR OF ACADEMY ACTIVITIES

March 26	First Meeting of Nominating Committee
April 7	Dinner Meeting at Academy: Thomas Donahue, Speaker
April 13	Academy Regional Dinner Meeting in Detroit: "Transition: An Update"
April 20	Call to Members for Nominations
May 6	Dinner Meeting at Academy: David Broder, Speaker
June 3-4	Board of Trustees Meeting
June 4-5	Academy Spring Meeting, Washington
June 15	Nominations for Members Closed
August 10	Ballots Mailed Out
September 10	Members Informed of Nominations for New Principals Ballots due at Academy for New Members
September 16	Board of Trustees Meeting
November 12-13	Academy Annual Meeting, Washington

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION  
BOARD OF TRUSTEES  
February, 1981

	<u>Term Expiration and Committee Assignments</u>
Mr. Alan L. Dean 3037 North Stafford Street Arlington Virginia 22207 (703) 527-5748	1983 Executive Committee Investment Committee International Committee
Mr. Wayne F. Anderson Executive Director Advisory Commission on Intergovernmental Relations Vanguard Building, Suite 2000 1111 20th Street, N.W. Washington, D.C. 20575 (202) 653-5540	1983 Executive Committee Investment Committee Program Committee
Dr. James A. Bayton Professor of Psychology Howard University 2400 6th Street, N.W. Washington, D.C. 20059 (202) 636-6805	1983
Mr. Alan Beals Executive Director National League of Cities 1301 Pennsylvania Avenue, N.W. Washington, D.C. 20004 (202) 626-3000	1981 Program Committee The Federal System
Hon. Ruth Davis Corporate Consultant Suite 610 1200 18th Street, N.W. Washington, D.C. 20036 (202) 659-1251	1983
Dr. Lyle C. Fitch President Institute for Public Administration 55 West 44th Street New York, New York 10027 (212) 730-5480	1981 Investment Committee
Mr. Mitchell I. Ginsberg School of Social Work Columbia University New York, New York 10027 (212) 280-5188	1981 Program Committee

Mr. S. Kenneth Howard  
Administrator, Division of  
State Executive Budget & Planning  
State of Wisconsin  
101 S. Webster Street, 7th Floor  
Madison, Wisconsin 53705  
(608) 266-1035

1982

Mr. Herbert N. Jasper  
Executive Vice President  
Ad Hoc Committee for Competitive  
Telecommunications  
415 Second Street, N.E., Suite 301  
Washington, D.C. 20002  
(202) 543-0777

1983

Executive Committee  
Executive-Legislative

Hon. Carol C. Laise  
3900 B Watson Place, N.W.  
Washington, D.C. 20016  
(202) 965-3970

1982

Mr. Robert C. Moot  
4201 Woolls Place  
Annandale, Virginia 22203  
(703) 978-3123

1982

Executive Committee  
Investment Committee  
Financial Development

Dr. Chester A. Newland  
Federal Executive Institute  
Route 29, North  
Charlottesville, Virginia 22903  
(804) 296-0181

1982

Dr. Francine Rabinovitz  
HRS, Inc.  
3345 Wilshire Boulevard  
Suite 402  
Los Angeles, California 90010  
(213) 387-2333

1981

Program Committee

Hon. Elmer B. Staats  
Comptroller General of the  
United States  
Washington, D.C. 20548  
(202) 275-5481

1982

Executive Committee

Prof. Robert C. Weaver  
215 East 68th Street  
New York, New York 10021  
(212) 288-0124

1981

Program Committee

STEERING COMMITTEE PREFERENCES

By action of the Board of Directors, there are now eight Steering Committees, each composed of seven members appointed by the Chairman of the Board of Trustees. We ask each member to complete this form indicating preferences for membership on the Steering Committees. The terms of half of the members of each Committee expire this year, and replacements will be appointed by the Chairman in May. The eight Steering Committees are:

1. Citizenship
2. The Federal System
3. International
4. Law and Public Administration
5. Legislative-Executive Relations
6. The Profession
7. Public Management
8. Regulatory Reform

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I would like to serve on the following Steering Committee:\*\*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

\_\_\_\_\_  
Name (Please print)

\*\* Fill in title of Steering Committee in order of preference.

**NATIONAL ACADEMY  
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1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
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March 11, 1981

MEMORANDUM TO: All Members of the Academy  
FROM: George H. Esser, President  
SUBJECT: Academy Dinner Meeting, April 7, 1981

The third in our 1980-1981 series of dinner meetings will be held on April 7, 1981. Thomas R. Donahue, secretary-treasurer of the AFL-CIO, will present organized labor's perspective on governance and public administration in the country. Donahue, an Academy member who served as Assistant Secretary of Labor, will compare the objectives and strategies of labor unions under Republican and Democratic presidents.

The specifics:

WHEN: Tuesday, April 7, 1981

Reception: 5:45 P.M.

Dinner: 6:30 P.M.

Adjournment: 8:30 P.M.

WHERE: Suite 300  
1225 Connecticut Avenue, N.W.

COST: \$12.00 per person

As we can only accommodate a limited number of members, reservations will be accepted on a first-come, first-served basis. We will honor cancellations up to three days prior to the dinner, but are unable to give refunds after that time because of the catering arrangements. Please return the form below to Mrs. Ruth France at the Academy offices before April 2.

/ /

Yes, I will attend the reception/dinner meeting on April 7, 1981.

My check for \_\_\_\_\_ reservations is enclosed (\$12.00 per person).

NAME: \_\_\_\_\_

**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

March 11, 1981

**MEMORANDUM TO:** All Members of the Academy  
**FROM:** George H. Esser, President  
**SUBJECT:** Academy Regional Meeting, Detroit: April 13, 1981

Once again this year, the Academy is pleased to sponsor a dinner and meeting outside of the Washington area. The site will be Detroit, Michigan, at the Detroit Plaza Hotel, concurrent with the national conference of the American Society for Public Administration. The dinner and meeting, on the topic of "Transition: An Update," is open to Academy members attending the ASPA conference, those residing within the Midwest, and any who happen to be in the area.

**The specifics:**

**WHEN:** Monday, April 13, 1981  
**Reception:** 5:45 P.M.  
**Dinner:** 6:30 P.M.  
**Adjournment:** 8:30 P.M.  
**WHERE:** Duluth Room  
5th Floor, Mackinac Level  
Detroit Plaza Hotel  
**COST:** \$15.00 per person

As we can only accommodate a limited number of members, reservations will be accepted on a first-come, first-served basis. We will honor cancellations up to three days prior to the dinner, but are unable to give refunds after that time because of the catering arrangements. Please return the form below to Mrs. Ruth France at the Academy offices before April 3.

/ /

Yes, I will attend the reception/dinner meeting on April 13, 1981.

My check for \_\_\_\_\_ reservations is enclosed (\$15.00 per person).

NAME: \_\_\_\_\_



**NATIONAL ACADEMY  
OF PUBLIC ADMINISTRATION**  
1225 Connecticut Avenue, N.W. Washington, D.C. 20036  
202/828-6500

March 11, 1981

**MEMORANDUM TO:** All Members of the Academy  
**FROM:** George H. Esser, President  
**SUBJECT:** Academy Dinner Meeting, May 6, 1981

The fourth in our series of 1980-1981 series of dinner meetings will be held on May 6, 1981. Academy member and syndicated columnist David Broder will assess the first four months of the Reagan Administration and the 97 Congress. He will analyze recent trends in governance and leadership, with remarks about the general direction of public administration.

**The specifics:**

**WHEN:** Wednesday, May 6, 1981

Reception: 5:45 P.M.

Dinner: 6:30 P.M.

Adjournment: 8:30 P.M.

**WHERE:** Suite 300  
1225 Connecticut Avenue, N.W.

**COST:** \$12.00 per person

As we can only accommodate a limited number of members, reservations will be accepted on a first-come, first-served basis. We will honor cancellations up to three days prior to the dinner, but are unable to give refunds after that time because of the catering arrangements. Please return the form below to Mrs. Ruth France at the Academy offices before May 1.

/ / Yes, I will attend the reception/dinner meeting on May 6, 1981.

My check for \_\_\_\_\_ reservations is enclosed (\$12.00 per person).

**NAME:** \_\_\_\_\_

March, 1981

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